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UNITED STATES INTELLIGENCE BOARD

OFFICE OF THE CHAIRMAN

MEMORANDUM FOR: Director, National Security Agency

SUBJECT: Management of the COINS Experiment

REFERENCE: USIB-D-39.1/9, 11 April 1968

1. This memorandum contains guidance for you as the designated Executive Agent for conducting the COINS experiment.
2. The purpose of the COINS experiment is a feasibility test of interagency information handling, making use of interconnected computer-based files, and the determination of the value of this system to intelligence analysts and other users.
3. Certain intelligence organizations are now or will be participants in the COINS experiment. Each of these organizations will designate a sub-system manager responsible for his agency's portion of the system. He will operate under the general guidance of your project manager in those matters which concern the COINS system as a whole. Any matters which you are unable to resolve with your project manager and the sub-system managers and which in your opinion have an adverse impact on the experiment should be brought to my attention with your recommendations.
4. Working together with the COINS sub-system managers, your project manager is expected to:
  - a. Identify the tasks to be accomplished during the COINS experiment and the resources necessary to achieve them.

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- b. Develop a set of objectives for the COINS experiment, including an implementation schedule. This should be submitted by you to me for approval.
- c. Coordinate COINS budgets, plans and programs of each participating organization to achieve the approved objectives within the desired time frames.
- d. Prepare and submit to me through you a COINS master plan which integrates into a single package the budget, plans, programs, implementation schedules and resources of the COINS experiment for the participating organizations. This plan should be submitted by the end of October of this year.
- e. Prepare recurring or special progress reports as required, identifying successful milestones or problem areas indicating remedial action taken to resolve identified problems.
- f. Monitor and analyze the program on a continuing basis, particularly with respect to technical performance, schedules and costs.
- g. Assign technical responsibilities for specific tasks, including R&D tasks, to a participating organization through an agreed technical memorandum of agreement with that organization. Those R&D tasks which the project manager is unable to accomplish within the COINS structure will be referred by you to me with recommendations for action.
- h. Organize working groups of personnel from participating agencies to deal with discrete aspects of the system, to investigate problem areas, to accomplish test and analysis work, make recommendations, etc.
- i. Develop an interagency COINS training program as may be required, making maximum use of existing training facilities.
- j. Develop a security program consistent with existing regulations.

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k. Draft, coordinate with the sub-system managers and publish directives, conventions and guidelines, and procedures with respect to the operation of the COINS experiment.

1. In cooperation with the participating organizations, develop the mechanism and procedures for routinely adding, deleting or modifying the data bases in COINS including the file maintenance schedule. The Chairman, IHC, will provide your project manager guidance on the substantive intelligence requirements of the system, including a list of primary files to be included in the system for the purpose of evaluation. A secondary set of files, other than those on the list provided, may be nominated by sub-system managers for use in the system. The secondary files may be added to the system and used for purposes of technical test and evaluation but they must not be permitted to adversely affect the over-all COINS experiment. Recommendations to modify or delete a primary file will be staffed within the COINS management structure and forwarded to the IHC for approval.

5. Some committees of USIB are engaged in the development of data bases and data standards which may affect COINS. At this time COMIREX and the SIGINT Committee are so engaged, and you will be kept informed of any of their work which may be of interest to you. Establishment of liaison by your project manager with appropriate subcommittees of the committees is encouraged.

6. A COINS Evaluation Panel will be established by the IHC. This Panel will be working very closely with your project manager and it is requested that he be directed to give them every assistance in their evaluation work. Their principal effort will be during the period January to July 1969 with a report to the IHC as soon as practical thereafter.

7. The IHC will establish in the near future a subcommittee, one of whose tasks will be the preparation of a long range information handling program to be presented to USIB for approval. Your project manager should work closely with this subcommittee, furnishing a long range plan for a follow-on COINS-type system and such other information as they may desire.

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8. You will provide administrative and technical support from NSA resources.

9. Additional guidance will be furnished you from time to time as required. You should advise me of any matters concerning the experiment which you feel require my attention.



Richard Helms

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